

Regional Report: Latin America

Contents

1. Summary
2. Why a Global Event?
3. Which Police Stations Participated?
4. Who Were the Visitors?
5. How Were the Scores Collected and Calculated?
6. Which Police Stations Scored the Highest?
7. What Good Practices Were Revealed?
8. Profiles of the Best Police Stations in Latin America

Partners:



Facts and Figures:

Country	Brazil
Police Stations	109
States and Cities	<ul style="list-style-type: none"> • Federal District/Brasilia: 14 stations • Minas Gerais/Belo Horizonte: 15 stations • Pernambuco/Recife: 15 stations • Rio de Janeiro/Rio de Janeiro: 30 stations • São Paulo/São Paulo: 30 stations • Rio Grande do Sul/Porto Alegre: 5 stations
Team Leaders	33
Visitors Received by the Stations	467
Average Overall Score	50.40
Community Orientation	58.90
Physical Conditions	63.30
Equal Treatment of the Public	52.20
Transparency and Accountability	36.60
Detention Conditions	41.10
Participating Organizations	<ul style="list-style-type: none"> • NEVIS (Center for Studies on Violence and Security), University of Brasília. Federal District • CRISP (Center for Crime and Public Safety Studies) - Federal University of Minas Gerais www. • NIC (Center for Studies on Coercive Institutions) - Federal University of Pernambuco. City of Recife • Sou da Paz Institute, NGO. São Paulo • IAJ (Institute for Justice Access). Porto Alegre, Rio Grande do Sul

Country	Chile
Police Stations	30
States and Cities	<ul style="list-style-type: none"> • Metropolitan Region <ul style="list-style-type: none"> ○ Santiago: 17 stations ○ Buin: 2 stations ○ San Bernardo: 2 stations ○ Talagante: 1 station • V Region <ul style="list-style-type: none"> ○ Viña del Mar: 3 stations ○ Valparaíso: 1 station ○ Villa Alemana: 1 station • VI Region <ul style="list-style-type: none"> ○ Graneros: 1 station ○ San Vicente de Tagua-Tagua: 1 station ○ San Fernando: 1 station
Team Leaders	11
Visitors Received by the Stations	90
Average Overall Score	61.55
Community Orientation	71.77
Physical Conditions	76.44
Equal Treatment of the Public	56.22
Transparency and Accountability	50.22
Detention Conditions	51.33

Country	Mexico
Police Stations	10
States and Cities	<ul style="list-style-type: none"> • Mexico City • Querétaro • Zapopán
Team Leaders	4
Visitors Received by the Stations	30
Average Overall Score	69.83
Community Orientation	88.00
Physical Conditions	75.33
Equal Treatment of the Public	70.00
Transparency and Accountability	75.33
Detention Conditions	49.33
Partner Organizations	<ul style="list-style-type: none"> • Fundar (www.fundar.org.mx)

Country	Peru
Police Stations	4
States and Cities	<ul style="list-style-type: none"> • Lima
Team Leaders	4
Visitors Received by the Stations	23
Partner Organizations	<ul style="list-style-type: none"> • IDL (www.idl.org.pe)

1. Summary

During the week of October 29 to November 4, 2006, 471 police stations in 23 countries around the globe received a total of 1,966 visitors. The aim of this unique global event, the Police Station Visitors Week (PSVW), was to assess the quality of services delivered by the participating police stations, to identify some of the best practices employed by police, and to strengthen the accountability of the police to the local citizens they serve.

All around the world, the services that police provide are evolving. On every continent, the best police forces are becoming more professional, more effective in dealing with crime, and more respectful in their treatment of civilians. As part of this evolution, police are also being held accountable for all three of these dimensions of their performance--professionalism, effectiveness, and respect.

In Brazil, the police station visits were organized by the Center for Studies on Public Security and Citizenship (CESeC) in cooperation with the civil police forces of the capital cities of six Brazilian states. As a member organization of Altus Global Alliance, CESeC organized the event in Rio de Janeiro and built partnerships with the following organizations to coordinate and arrange the visits in five other states:

- **Brasília, Federal District:**
NEVIS (Center for Studies on Violence and Security), University of Brasília.
- **Belo Horizonte, state of Minas Gerais:**
CRISP (Center for Crime and Public Safety Studies) - Federal University of Minas Gerais.
- **Porto Alegre, state of Rio Grande do Sul:**
IAJ (Institute for Justice Access).
- **Recife, state of Pernambuco:**
NIC (Center for Studies on Coercive Institutions) - Federal University of Pernambuco.
- **Rio de Janeiro, state of Rio de Janeiro:**
CESeC (Center for Studies on security and citizenship) - Candido Mendes University.
- **São Paulo, state of São Paulo:**
Sou da Paz Institute, NGO.

In Chile, the visits were organized by the Center for Studies on Public Security and Citizenship (CESC) at the University of Chile, in coordination with the Chilean Investigative Police and *Carabineros* (uniformed police).

As the Spanish-speaking Altus member organization, CESC also built a partnership in Mexico to conduct the PSVW. The visits in Mexico were organized together with FUNDAR Center of Analysis and Investigation, an organization that works through applied research and demonstration projects to implement public policies and oversee governmental institutions.

In Peru, CESC established a partnership with the Institute of Legal Defence (IDL), based in Lima. IDL provides legal assistance for victims of human rights violations and engages in legislative advocacy regarding penal reform and human rights.

2. Why a Global Event?

To ensure that a uniform PSVW protocol was followed around the world, Altus produced a special kit in 17 languages to guide the police station visits. Immediately after each police station tour, the visitors were asked to answer a series of questions about what they had observed. Their responses were then collected and published over the internet. Altus Global Alliance used the ratings supplied by the visitors to calculate an overall score for each participating station, as well as separate scores in the following five categories of service:

- Community Orientation;
- Physical Condition;
- Equal Treatment of the Public;
- Transparency and Accountability;
- Detention Conditions.

Using the kit provided by Altus, the participants in the Police Station Visitors Week were able to place their individual judgments about the quality of service at their own police stations in national, regional, and global context.

Hundreds of people pass through their local police station every day, for any number of reasons. Spending time in a police station—even just an hour—generates a distinct

impression about whether that station is well run and provides good service. Until now, there has been no easy-to-use tool that can immediately capture and interpret these valuable impressions of the public regarding their police force.

Participating Countries 2006

Belgium
Benin
Brazil
Canada
Chile
Germany
Ghana
Hungary
India
Latvia
Liberia
Malaysia
Mexico
Netherlands
Niger
Nigeria
Peru
Russia
South Korea
South Africa
Sri Lanka
United Kingdom
United States

Inspired by the type of structured visit common in the fields of education and industry, Altus designed the Police Station Visitors Kit to evaluate the degree to which a station is designed and operated to serve the public. Using the same kit annually, future service improvements at the participating stations can be monitored through repeat visits, by the same or different individuals.

For police forces, participating in the Police Station Visitors Week increases their transparency and reveals their willingness to identify problems and make adjustments to the services delivered by the stations. Participation thus helps the police strengthen their public acceptance and gain the support and trust of their communities.

For community organizations and other members of civil society, participating in PSVW can also open up their

dialogue with police services. Upon request or by invitation, community organizations, NGOs, and other civil society representatives can organize visits to police stations to learn more about their daily operations and to highlight some of the problems which can make the relationship between public and police difficult.

Police Station Visitors Week was also designed to identify some of the best practices carried out by police stations serving a wide variety of communities on every continent. Police services, governments, and civil society can use the PSVW results to identify and acknowledge police stations with good working practices, which can then serve as examples for other stations to follow.

The questions in the PSVW kit are derived from a wide variety of international standards and agreements that are relevant to policing, especially those related to human rights and police accountability. However, the answers recorded in each country are based on local perceptions and expectations. In this way, the Police Station Visitors Week is designed to connect the local realities of policing with the general principles of human rights and standards of practice to which most police forces of the world subscribe. (Copies of the kit including the questionnaire are available on the Altus web site: www.altus.org.)

3. Which Police Stations Participated?

3.1. Brazil

During Police Station Visitors Week, 175 Brazilian citizens visited 109 police stations according to the following distribution:

- 30 stations in the metropolitan area of Rio de Janeiro (RJ);
- 30 stations in São Paulo (SP);
- 15 stations in Belo Horizonte (Minas Gerais);
- 15 stations in the metropolitan area of Recife (Pernambuco);
- 14 stations in the metropolitan area of Brasilia (Federal District);
- 5 stations in Porto Alegre (Rio Grande do Sul).

The stations visited are located in six core Brazilian states, which provide an interesting cross-section of the national diversity and policing problems. The southeastern states of Minas Gerais, Rio de Janeiro, and São Paulo are the most important states from several economic, social and cultural aspects. The capital, Brasilia, is located in the east-central part of the country and is of course the focus of national attention. , Recife, which is the capital of the northeastern state of Pernambuco, is one of the most important metropolitan areas in the region as well as one of the most violent Brazilian cities, as measured by the homicide rates. In the south of the country, the participating capital was Porto Alegre in the state of Rio Grande do Sul, which is another important state in economic and social terms.

In all of these states, law enforcement has been a critical issue, as violence and crime rates have spiked in the last decades. At the same time, many of these cities have pioneered experimental police reforms directed at the reduction of homicide rates and police killings and improving police accountability. In all six participating Brazilian cities, the authorization for the police station visits was obtained from the Civil Police (Polícia Civil),

the police force responsible for the administration of police stations.¹ In this sense, it is quite remarkable that six Civil Police organizations opened their doors to be evaluated on their service delivery to the public. This is truly a first step in strengthening their transparency and accountability toward the public.

In São Paulo, the partner organization that helped organize the PSVW was the *Instituto Sou da Paz*, an organization working closely with police institutions, disarmament campaigns, and strategies to control violence. One of their best know projects is the Police Citizenship Prize, an award dedicated to officers who resolve public security problems in a creative way.

The partner organization that coordinated the police station visits in Belo Horizonte is the Center for Crime and Public Safety Studies (CRISP), at the Federal University of Minas Gerais. During the last decade, CRISP has participated actively in several projects and initiatives involving police reform and accountability in the state. In fact, it has become one of the key civil society organizations working closely with the police in Brazil.

Altus' partnership with the NIC Center for Studies on Coercive Institutions at the Federal University of Pernambuco was fundamental to the PSVW success, since the NIC had good relations with the Civil Police in Recife. NIC's experience in researching the Civil Police and the participation of an NGO gathering heads of police stations (*delegados pela cidadania*) were extremely helpful for conducting the police stations visits.

In Brasilia, Altus' partner organization was NEVIS (Center for Studies on Violence and Security), from the University of Brasília. Gathering experts from various academic fields (including sociology, anthropology, psychology, and statistics), NEVIS has done extensive research in the criminal justice system, specifically the police institutions. Finally, Altus' partner organization in Porto Alegre was Justice Access Institute (IAJ), an NGO comprised of lawyers and magistrates advocating for better access of citizens to justice, especially to the judiciary.

3.2. Chile

In Chile, 30 police stations were visited by 90 visitors: 20 stations belonging to the *Carabineros de Chile* and 10 stations belonging to the *Policía de Investigaciones* (Investigative Police).² The participating stations are located in three of Chile's 13 administrative regions, according to the following distribution:

- 5 stations in the Fifth administrative region (2 Investigative Police stations and 3 *Carabineros* stations).
- 3 *Carabineros* police stations in the Sixth administrative region.
- 22 stations in the Metropolitan Region (8 Investigative Police stations and 14 *Carabineros* stations).

¹ The police system in Brazil is primarily organized at the state level. Although there is a Federal police force and municipal police (*guardas municipais*), the major police forces are under the control of the state governors. In all of the Brazilian states, there are two principal police institutions (1) the Military Police, responsible for patrolling and keeping the order, –and (2) the Civil Police, responsible for investigating crimes–.

² Chile has two police forces: the *Carabineros* (uniformed police) and the Investigative Police, a civil force. Both carry out preventive as well as investigative functions. However, crime prevention is the top priority for the *Carabineros*, while crime investigation is largely the realm of the civil police.

Although all of the police stations visited are located in the central part of the country, they represent a diverse sample of urban and rural areas, and residents of upper, middle, and lower incomes. To select the police stations and coordinate the visits, CESC worked closely with top officials from both of the Chilean police forces.

CESC contacted the *Carabineros* through the force's General Director, who designated an institutional representative to coordinate with CESC each of the necessary steps to facilitate the visits. Although all of participating were located in the Fifth, Sixth, and Metropolitan regions, they were selected because they constituted a fairly representative sample of the range of contexts and situations which the uniformed police typically face.

Coordination with the Investigative Police was handled in much the same way. Contact with the Investigative Police was made through a letter sent to the Director General, who then designated a representative to assist with the planning process and coordinate the visits themselves. It was decided that 10 Criminal Investigative Brigades (BICRIM) in the three regions would receive the teams of visitors invited by CESC. The Investigative Police also arranged transportation for the teams of visitors during the entire week.

The visits were conducted without any problems. In the majority of the stations, the visitors were received by the official in charge, who instructed a subordinate to guide the visit, providing access to all parts of the station. Only one report, at a *Carabineros* station, indicated that access had been limited to public areas only; this incident apparently occurred because the official in charge had not been expecting the visitors that day.

3.3. Mexico

In Mexico, ten police stations were visited:

- 4 stations in the State of Querétaro (Querétaro);
- 5 stations in the State of México (Naucalpán);
- 1 station in the State of Jalisco (Zapopan).

In Mexico, the participating stations represented both the state and municipal levels of the law enforcement structure. At the state level, the Judicial police force, which is supervised by the Attorney General's Office, is responsible for investigating crimes. At the state level, the Preventive police force is responsible for crime prevention and keeping order.

In the state of Querétaro, four Judicial police stations and one Preventive police station received visitors. The coordination of all of these visits was done by the top officials of each participating institution; however, to provide a sanitized view of the police operations, the selected stations were not informed ahead of time that the visits would take place.

In the state of Mexico, the five participating stations belonged to the Naucalpán Public Security Secretariat. Coordination of the date and time of the visits was made by the Secretariat, which provided visitors access to an administrative station, a court for minor crimes (which also has detention cells), and a local police operations center. Again, the selected stations were not informed about the visits in advance.

In the state of Jalisco, the municipal police station of Zanopan was visited.

3.4. Peru

In Peru, 23 members of the public visited four police stations of the Peruvian National Police (PNP) in the Lima metropolitan area. Two of the stations--the PNP La Huayrona station in San Juan de Lurigancho and the PNP Commander Guillermo Percovich Cisneros police complex in Villa El Salvador--are located in the eastern and southern suburbs of the city. The other two stations--the PNP station in Surquillo and PNP Los Héroes station in Chorrillos--are located within the city limits.

There was no need to coordinate with the PNP prior to the visits, since the Institute for Legal Defence (IDL) invited members of area neighbourhood councils, who work with the local police stations on a permanent basis. In one station (Villa El Salvador), however, visitors were asked for identification and requested to explain the reason of their visit.

The officials in charge of each station facilitated access to the majority of the offices. One negative incident occurred during the visit to the Villa El Salvador station, when a member of the visitors tried to take photographs and were threatened with arrest by police officials.

4. Who Were the Visitors?

4.1. Brazil

The visitors were invited by the networks of the organizations that helped coordinate the event. For this reason, there was not a uniform pattern for facilitating the citizens' visits. Nevertheless, the main principles followed were to facilitate access to the stations for all interested citizens without a criminal record, and not to impose restrictions on visitors based on their personal characteristics. The recommendations given during a training conducted in five of the six states³ was that, to avoid bias in the public evaluation, organizations should strive to invite as diverse a public as possible in terms of age, gender, sexual orientation, and class, among other characteristics.

The 109 stations of the six Brazilian states were visited by 175 citizens, according to the table below:

City - Metropolitan Área	Visitors	%
Rio de Janeiro	51	29.1
São Paulo	49	28.0
Belo Horizonte	25	14.3
Recife	22	12.6
Brasília	21	12.0
Porto Alegre	7	4.0
Total	175	100.0

³ Visitors were trained to use the PSVW kit in Brasília, Belo Horizonte, Recife, Rio de Janeiro and São Paulo. It was not possible to do the training in Porto Alegre, because the partnership was established just one week before the event began. Nevertheless, most of the recommendations were passed on to the regional coordinator in Porto Alegre through e-mails and phone calls.

Another recommendation for facilitating the visits was to urge each team of visitors to visit at least three police stations. The team leaders were persons who were already known to the regional PSVW coordinators. They were distributed according to the following table:

Table 2: Team Leaders per City/Metropolitan Area – Brazil

City - Metropolitan Área	Team Leaders	%
Rio de Janeiro	10	30.3
São Paulo	9	27.3
Recife	5	15.2
Belo Horizonte	4	12.1
Brasília	3	9.1
Porto Alegre	2	6.1
Total	33	100.0

In Rio de Janeiro, Altus' partner organization CESC invited experts and activists working in the field of criminal justice and policing to be the team leaders of the visits. These team leaders, who were responsible for gathering the groups of civilian visitors, were trained at Candido Mendes University.

A similar strategy was used in Belo Horizonte, where the team leaders, who were trained at CRISP offices, were undergraduate students working on criminal justice issues. They were also trained prior to the event and were responsible for gathering the visitor groups and inviting as diverse public as possible.

The NIC at the Federal University of Pernambuco and the NEVIS at the University of Brasilia also selected students to be the team leaders, who were in turn were responsible for gathering the visitors' groups in Recife and Brasilia.. The team leaders were trained by the Altus representative in Brazil to convene groups of visitors according to the guidelines described above. Overall, this training and team selection strategy was very effective. One station in Brasilia was not visited due to restrictions imposed by the head of the police station.

To carry out its 30 visits, the Sou da Paz Institute used its local volunteer network to recruit citizen-visitors for the event. The team leaders used posters in the universities, mailing lists of volunteers, and personal invitations to gather the team leaders and groups of visitors. Volunteers who had previously worked on the identification of good practices for the Police Citizenship Prize acted as team leaders and were responsible for gathering additional volunteers and arranging the police station visits.

One week before the beginning of the visits, the Institute for Justice Access (IAJ) from Porto Alegre joined the movement. Their initial goal was to visit 10 stations, but due to the time constraints, only five visits were coordinated. The IAJ team leaders, who were the only leaders not trained by an Altus representative, primarily invited lawyers and people working in the judiciary. Considering the short time for organizing the visits, Porto Alegre's participation of was satisfactory, and the event was picked up in the local media.

A slight majority of the Brazilian visitors (54.3%) were women, as shown in the table below:

Table 3: Police Station Visitors -- Brazil

Sex	Visitors	%
Female	95	54.3
Male	80	45.7
Total	175	100.0

In general, the educational level of the visitors in Brazil can be considered high. As shown below, 50.3% have a university degree and 33.7% have some university education:

Table 4: Visitors Education – Brazil

Education	Visitors	%
Some university	88	50.3
University	59	33.7
Some elementary	11	6.3
Some high school	7	4.0
High school	5	2.9
Elementary	3	1.7
Professional/vocational school	2	1.1
Total	175	100.0

Most of the visitors were quite young; 72.63% of them were younger than 30 years of age:

Table 6: Visitors' Age – Brazil

Age Range	Visitors	%
18 to 21	53	30.3
22 to 25	50	28.6
26 to 29	24	13.7
30 to 33	11	6.3
34 to 37	10	5.7
38 to 41	5	2.9
over 41	22	12.6
Total	175	100.0

4.2. Chile

In Chile, 32 people visited 30 police stations in three administrative regions of the country. Each team was led by a researcher from CESC and two colleagues. The general profiles of the Chilean visitors are illustrated below:

Table 7: Visitors Education – Chile

Education	Nº	%
Elementary	1	3.1
Professional/vocational school	3	9.4
Some university	8	25.0
University	20	62.5
Total	32	100.0

As the table above indicates, most of the Chilean visitors were highly educated: 62% have a university degree, and 25% have attended university but have not yet obtained a degree.

There was greater variety in the age distribution of the Chilean visitors. The largest age groups were visitors between the ages of 26 and 29 years old (30%) and visitors over 41 years old (26.7%):

Table 8 - Visitors Age – Chile

Age Range	Nº	%
18 to 21	1	3.3
22 to 25	5	16.7
26 to 29	9	30.0
30 to 33	5	16.7
34 to 37	2	6.7
Over 41	8	26.7
Total	30	100.0

Note: Age information not available for two visitors.

It was important to have a CESC representative leading each of the visitor groups. The invitations to join the visitors' groups were publicized through CESC News, a monthly electronic newsletter, and sent directly to family and friends of the team leaders. Priority was given to those who lived in the areas served by each police station. However, the groups of visitors to regions V and VI were not from the regions but from Santiago, in the Metropolitan Area.

4.3. Mexico:

In Mexico, only four people took part in the visits to the nine participating police stations. All of the participants were researchers from FUNDAR, the institution in charge of organizing the visits. All are young professionals currently researching issues of public security.

4.4. Peru:

In Peru 21 people formed four visitor groups; one group for each participating station. The general characteristics of the groups are described below:

Table 9 - Visitors Education – Peru

Education	Nº	%
Elementary	1	4.8
Professional/vocational school	9	42.9
Some elementary	2	9.5
Some high school	2	9.5
Some professional/vocational school	3	14.3
Some university	1	4.8
University	3	14.3
Total	21	100.0

In contrast to the Brazilian visitors, the majority of Peruvian visitors (56.3%) were older than 41:

Table 10 - Visitors Age – Peru

Age Range	Nº	%
18 to 21	1	6.3
26 to 29	1	6.3
30 to 33	2	12.5
34 to 37	1	6.3
38 to 41	2	12.5
Over 41	9	56.3
Total	16	100.0

Note: Age information not available for 5 visitors.

The greater diversity of age groups and educational levels among the Peruvian visitors was possible because representatives from various local organizations from the communities served by the police stations were invited to participate. These local organizations included neighbourhood councils, legal assistance groups, church groups and youth workers.

4.5. All of Latin America

Table 11 – Total Visitors in Latin America

Country	Nº	%
Brazil	175	75.4
Chile	32	13.8
Mexico	4	1.7
Peru	21	9.1
Total	232	100.0

Team 12 - Team Leaders (Figures and Percentage) in Latin America

Country	Nº	%
Brazil	33	66.0
Chile	12	24.0
México	1	2.0
Peru	4	8.0
Total	50	100.0

Table 13 – Gender of Visitors in Latin America

Country	Sex				Total	
	Female		Male		Nº	%
	Nº	%	Nº	%		
Brazil	95	54.3	80	45.7	175	100.0
Chile	19	59.4	13	40.6	32	100.0
México	0	0.0	4	100.0	4	100.0
Peru	15	71.4	6	28.6	21	100.0
Total	129	55.8	103	44.2	232	100.0

5. How Were the Scores Collected and Calculated?

The form used during the *Police Stations Visitors Week* was based on the *Likert Scale*, in which impressions were ranked on a 1 to 5 scale, with 5 being "excellent":

- 1 – Totally inadequate (20 points)
- 2 – Inadequate (40 points)
- 3 – Adequate (60 points)
- 4 – More than adequate (80 points)
- 5 – Excellent (100 points)

The average score (μ) for each response is given by the following formula:

$$\mu = \frac{\sum_{i=1}^5 X_i \cdot f_i}{\sum_{i=1}^5 f_i}$$

, where X_i is the score referring to the i_{th} attribute, and f_i is the frequency of

visitors who gave a score.

The responses were classified according to a scoring scale based on the calculation of the 20th, 40th, 60th and 80th percentiles (marked at 36, 52, 68 and 84, respectively), giving a distribution of average scores ranging from 20 to 100. The classification categories are below:

Average score	Category
Over 84	Excellent
68 to 84	More than adequate
52 to 68	Adequate
36 to 52	Inadequate
20 to 36	Totally inadequate

Finally, the average score in each observation area is the simple average of the four questions. The final score is the simple average of the five areas.

6. Which Police Stations Scored the Highest?

6.1. Brazil:

The following three police stations achieved the highest overall scores:

- **9° Distrito Policial** - Carandiru - São Paulo.
Overall score: 89 (*Excellent*);
- **30° Distrito Policial** - Agua Fria - São Paulo.
Overall score: 76.3 (*More than adequate*);
- **24^a** - Piedade - Rio de Janeiro.
Overall score: 75.8 (*More than adequate*).

Looking at the individual categories of service quality, Carandiru's 9th district scored highest on three out of the five rankings:

- **Community Orientation:** 24^a Delegacia de Policia. Piedade, Rio de Janeiro.
Score: 85 (*Excellent*);
- **Physical Conditions:** 1^a Delegacia de Policia. Serra, Belo Horizonte.
Score: 97 (*Excellent*);
- **Equal Treatment of the Public:** 9° Distrito Policial. Carandiru, São Paulo.
Score: 92 (*Excellent*);
- **Transparency and Accountability:** 9° Distrito Policial, Carandiru, São Paulo.
Score: 86 (*Excellent*);
- **Detention Conditions:** 9° Distrito Policial, Carandiru, São Paulo.
Score: 89 (*Excellent*).

Table 14 – Top-Ranking Police Stations– Brazil

Metropolitan Area	Police Station	Community Orientation	Physical Conditions	Equal Treatment of the Public	Transparency and Accountability	Detention Conditions	Overall Scores
Brasília	20ª DP SETOR OESTE	68.0	96.0	84.0	35.0	76.0	71.8
	DEAM ASA SUL	68.8	77.5	82.5	60.0	60.0	69.8
	14ª DP GAMA	73.0	92.0	75.0	37.0	68.0	69.0
Belo Horizonte	6ª DP – VERA CRUZ	77.0	91.0	81.0	47.0	70.0	73.2
	36ª DP SECCIONAL – BARREIRO	83.0	96.0	75.0	60.0	42.0	71.2
	1ª DP – SERRA	70.0	97.0	71.0	46.0	57.0	68.2
Recife	DP – NARCOTRÁFICO	77.5	82.5	56.3	57.5	72.5	69.3
	DP – VASCO DA GAMA	65.0	75.0	57.5	28.8	50.0	55.3
	DELEGACIA DA MULHER	59.0	68.0	52.0	40.0	45.0	52.8
Rio de Janeiro	24ª DP – PIEDADE	85.0	86.3	82.5	62.5	62.5	75.8
	54ª DP – BELFORD ROXO	70.0	96.0	84.0	59.0	68.0	75.4
	18ª DP – PRAÇA DA BANDEIRA	70.8	85.0	75.8	53.3	64.2	69.8
Porto Alegre	DELEGACIA DE HOMICÍDIOS E DESAPARECIDOS	76.3	76.3	63.8	80.0	56.3	70.5
	DELEGACIA DE PROTEÇÃO AO IDOSO	70.0	63.8	58.8	46.3	48.8	57.5
	DELEGACIA DA MULHER	62.5	60.0	55.0	48.8	50.0	55.3
São Paulo	9º DISTRITO POLICIAL – CARANDIRU	84.0	94.0	92.0	86.0	89.0	89.0
	20º DISTRITO POLICIAL – ÁGUA FRIA	83.3	96.7	81.7	43.3	76.7	76.3
	DELEGACIA DO MEIO AMBIENTE	70.0	74.0	53.0	71.0	60.0	65.6

The average scores on the five separate categories of service were as follows:

Table 15 – Average Scores per Metropolitan Area – Brazil

Metropolitan Area	Community orientation	Physical conditions	Equal treatment of the public	Transparency and Accountability	Detention conditions	Overall Score
Porto Alegre	66.4	65.6	55.3	52.2	49.4	57.8
Brasília	60.7	73.7	61.6	32.0	43.2	54.2
São Paulo	60.1	67.1	55.2	40.0	46.1	53.7
Belo Horizonte	62.3	67.8	54.2	42.2	38.0	52.9
Rio de Janeiro	57.6	59.6	51.4	34.8	40.1	48.7
Recife	52.3	49.8	37.4	28.7	33.8	40.4
Brazil	58.9	63.3	52.2	36.6	41.1	50.4

6.2. Chile:

Of the 30 police stations visited in Chile, the following were the best three:

- **6th Comisaría of Carabineros - San Vicente de Tagua Tagua** - Region VI - Overall Score: 88.3 (*Excellent*);
- **La Reina Criminal Investigation Brigade (BICRIM), Investigative Police** - Santiago Metropolitan Region- Overall Score: 85.3 (*Excellent*);
- **Maipú Criminal Investigation Brigade (BICRIM), Investigative Police** - Santiago Metropolitan Region - Overall Score: 81.0 (*More than adequate*).

On the individual five areas of observation, the highest-ranked stations were as follows:

- **Community Orientation:** *6th Comisaría of San Vicente de Tagua Tagua, Region VI; 41st Comisaría of La Pintana; and 52nd Comisaría of Rinconada de Maipú, Santiago Metropolitan Region*
Score: 93.3 (Excellent);
- **Physical Conditions:** *6th Comisaría of San Vicente de Tagua Tagua, Region VI*
Score: 98.3 (Excellent);
- **Equal Treatment of the Public:** *6th Comisaría of San Vicente de Tagua Tagua, Region VI*
Score: 91.7 (Excellent);
- **Transparency and Accountability:** *41st Comisaría of La Pintana, Santiago Metropolitan Region*
Score: 86.7 (Excellent);
- **Detention Conditions:** *36th Comisaría of La Florida, Santiago Metropolitan Region*
Score: 85.0 (Excellent).

Table 16 - Scores of the Three Highest-Rated Police Stations Per Police Force – Chile

Region	Institution	Police Station	Community Orientation	Physical Conditions	Equal Treatment of the Public	Transparency and Accountability	Detention Conditions	Overall Score
VI	Carabineros	6th Comisaría San Vicente de Tagua Tagua	93.3	98.3	91.7	85.0	73.3	88.3
Metro	Carabineros	53rd Comisaría Lo Barnechea	86.7	90.0	83.3	55.0	75.0	78.0
Metro	Carabineros	36th Comisaría La Florida	81.7	80.0	85.0	56.7	85.0	77.7
Metro	Investigative Police	BICRIM La Reina	80.0	91.7	88.3	83.3	83.3	85.3
Metro	Investigative Police	BICRIM Maipú	83.3	93.3	75.0	71.7	81.7	81.0
Metro	Investigative Police	BICRIM Santiago and Independencia	80.0	90.0	76.7	51.7	81.7	76.0

6.3 Peru:

Of the four stations visited in Peru, the police station in Surquillo obtained the highest overall score as well as the highest rank in each of the five individual areas of observation:

- **Precinct of Surquillo** - Metropolitan Lima - Overall Score: 68.5 (*More than adequate*).

Table 17 - Scores for each area of observation – Peru

PS Country & Police Station	Community Orientation	Physical Conditions	Equal Treatment of the Public	Transparency and Accountability	Detention Conditions	Overall Score
Surquillo Precinct	75.0	64.2	61.7	87.5	54.2	68.5

6.4. Mexico:

Of the 10 stations visited in Mexico, three stations in Querétaro were given the highest overall ratings:

- **Agency V, State Judicial Police** - Querétaro - Overall Score: 88.3 (*Excellent*);
- **Agency VIII, State Judicial Police** - Querétaro - Overall Score 77.3 (*More than adequate*);
- **Police Barracks, State Judicial Police** - Querétaro - Overall Score 77.3 (*More than adequate*).

In the five individual areas of observation, the highest-rated stations were as follows:

- **Community Orientation:** *Agency V - State Judicial Police - Querétaro; and Barracks of the State Preventive Police - Querétaro.*
Score: 96.7 (*Excellent*);
- **Physical Conditions:** *Barracks of the State Judicial Police - Querétaro.*
Score: 98.3 (*Excellent*);
- **Equal Treatment of the Public:** *Agency V - State Judicial Police - Querétaro.*
Score: 96.7 (*Excellent*);
- **Transparency and Accountability:** *Barracks of the State Preventive Police - Querétaro.* Score: 91.7 (*Excellent*);
- **Detention Conditions:** *Agency V, State Judicial Police - Querétaro.*
Score: 76.7 (*More than adequate*).

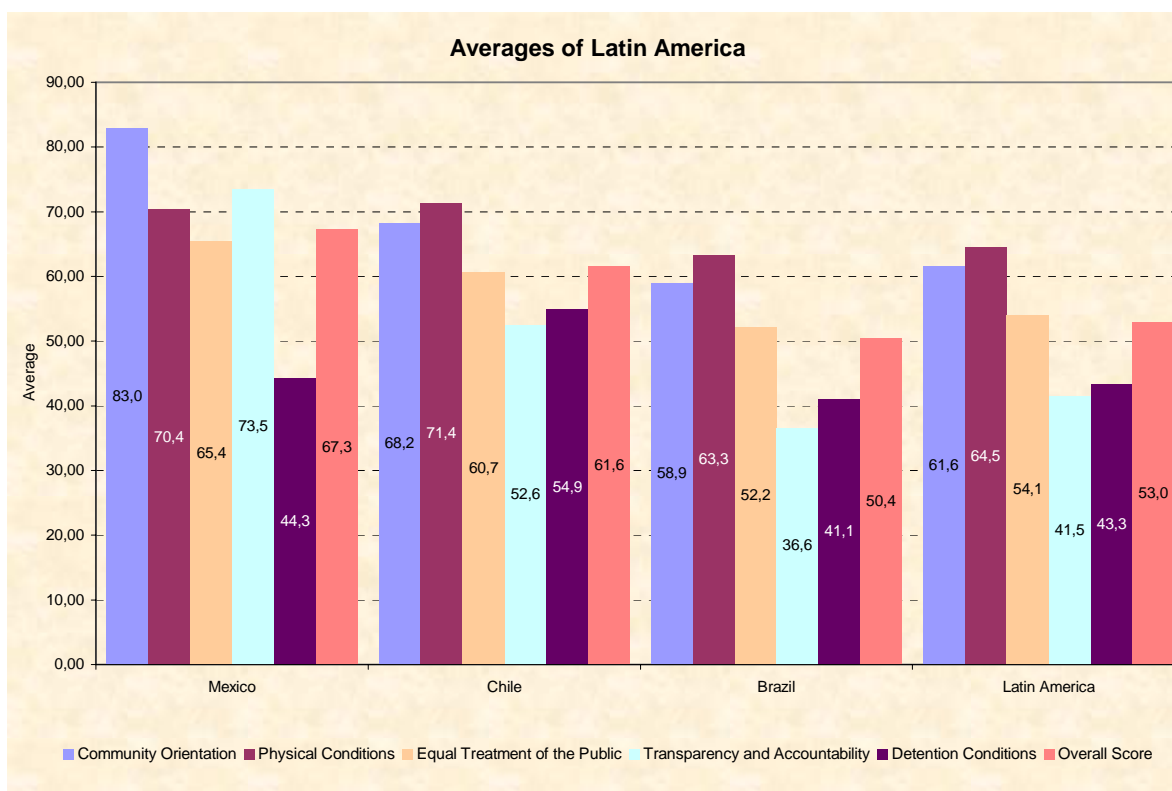
6.4. Latin America:

Table 17 - Averages Scores of the Participating Police Stations by Country

Country	Community Orientation	Physical Conditions	Equal Treatment of the Public	Transparency and Accountability	Detention Conditions	Overall Score
México (1)	82.96	70.37	65.37	73.52	44.26	67.30
Chile	68.22	71.39	60.72	52.56	54.89	61.56
Brazil	58.92	63.30	52.24	36.65	41.05	50.43
Latin America	61.61	64.54	54.12	41.50	43.31	53.02

(1) the Estación de Policía Municipal de Santiago de Querétano was excluded.

(2) This includes the stations visited in Peru and excludes the Estación de Policía Municipal de Querétano. Peru was excluded from the list because only 4 stations were visited.



7. What Good Practices Were Revealed?

During Police Station Visitors Week, the “good practices” employed by police stations were identified based on the narrative reports and the scores given by visitors. The visitors’ observations were then substantiated by consulting available information on the programs and police stations that were selected as models. Derived from the questionnaire and guidelines provided in the Police Station Visitors Kit, good practices refer exclusively to the services directed to the public. Visitors were not asked to assess police stations’ resistance to reform processes, or their investigative and crime-prevention capabilities. Altus Global Alliance also did not take into consideration any flaws in the implementation of the programs or misconduct of the staff. In emphasizing good practices that refer to the police stations’ relations with the public, Altus aims to stimulate similar initiatives among other police stations in the region.

7.1. Brazil:

Delegacia Legal Program, Rio de Janeiro

This program was created in 1999 with the goal of achieving greater efficiency and quality in the services delivered by the police stations in the state of Rio de Janeiro. Ample spaces, air conditioning, modern furniture, computers, and bays were introduced in the police stations to increase transparency (the public is able to see most of the staff activities), to ensure the comfort of the public, and to provide better working conditions for the staff. There is a civilian staff trained solely to assist the public with reporting crimes and obtaining

information on services and referrals. Through this program, the cell blocks were deactivated, and new management techniques were introduced to make the process of crime reporting and investigation faster. At the beginning of 2007, 102 police stations were participating in the Delegacia Legal Program.

More information: <http://www.delegacialegal.rj.gov.br/>

Delegacias Participativas Program, São Paulo

The *Delegacias Participativas* Program (Participatory Police Stations) involves the government of São Paulo together with the Civil Police, the Public Security Secretariat, and the local communities served by the Sao Paolo stations. Material renovation of the participating police stations is funded by the local communities and includes funding for a new structure for dealing with the public. In these renovated stations, there are no cell blocks, and detainees are never held in the station for more than 24 hours. To ensure public security, there are separate entrances for the public and for detainees. All of the stations that participate in this program are linked to the *Sistema de Registro Digital de Ocorrências* (Digital Crime Report System), which makes crime reporting faster and data more accurate and complete. The participating stations have reception offices that are designed to offer better public service. Civilians are received in the police stations by students of law, psychology, and social work, who have been trained by the police academy to provide assistance and information to the public as well as to give referrals to other services. At the beginning of 2007, there were 19 police stations participating in this program.

More information: <http://www.policiaivil.sp.gov.br/noticias/2007/09dp20dp/09dp20dp.html>

7.2. Chile:

6ª Comisaría de Carabineros de Chile, San Vicente de Tagua-Tagua (VI th Region)

This police station is very well designed and successfully serves the needs of the community. In particular, the station deserves credit for the way it has implemented its domestic violence prevention program. Although the approach to domestic violence is a national program, and all medium- sized *Comisaría*s of *Carabineros de Chile* have been progressively putting the program into practice in the last years, the 6th *Comisaria* seems to go beyond the call of duty in implementing the program. The stations in this *Comisaria* provide full support to prevent and handle domestic violence cases. The stations offer separate areas to give families privacy. Staff are well-trained and sensitive and provide accurate and timely information through the internet and through a special intranet developed specifically for this program. The police provide referrals to specialized agencies and frequently give lectures to community groups and schools on the issues. The secret to the success of this program appears to be the enthusiasm and initiative with which the officer in charge of the program (a female officer) undertakes her responsibilities, and the authority and trust that the commanding officer of the police station invests in this officer and her staff.

BICRIM Independencia, Policía de Investigaciones de Chile, Santiago (Metropolitan Region)

The Criminal Investigation Brigade (BICRIM) of Independencia, in Santiago, operates in a modern building, which is adequately designed for the performance of police duties. One of its most distinctive and positive features is its detention area. At almost every police station visited in Chile, the detention center tends to be the most rundown area of the station and the criteria for which the stations obtained the lowest rankings during the PSVW. In the case of the BICRIM Independencia police station, however, the detention area provides an excellent space for holding detainees. Access to the detention center, where detainees are booked as well as held, is isolated from the rest of the building and is controlled by surveillance cameras. In a separate room in the detention center, a modern technological system allows police to conduct a thorough identification using dactyloscopic and physiometric techniques. In addition, the detention area provides very clean and tidy cells and toilets.

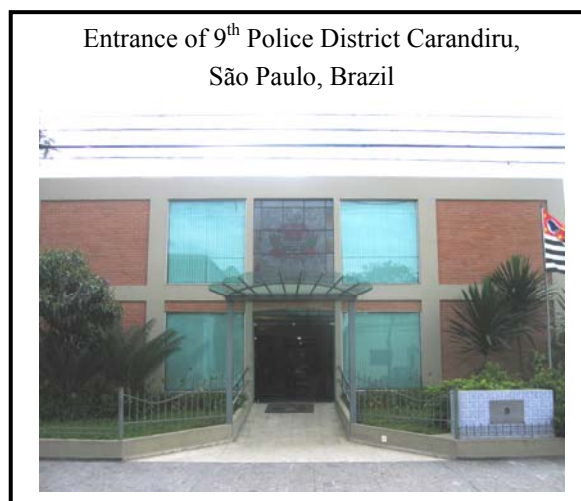
A second positive practice of this police station is its relationship with the community and the administrative offices in the jurisdiction, which comprises the two municipalities of Recoleta and Independencia. The station takes an active part in several initiatives in both municipalities, working not only toward crime control but also to prevent deviant behavior. Working with governmental organizations, the stations takes action to reach out to juveniles at risk, prevent drug use, and engage communities in crime prevention programs. According to Subprefecto Jorge Tong, the officer in charge of this station, the Brigade has established direct communication with neighbor associations, which has resulted in a number of joint crime prevention activities. Thanks to its participation in neighborhood meetings and cultural activities, the Brigade has received several recognitions and awards, both symbolic and material.

8. Profiles of the Best Stations in Latin America

8.1. 9th Police District, Carandiru, São Paulo, Brazil - Best Station Visited in Latin America

With an overall score of 89, the 9th Police District in Carandiru, São Paulo, Brazil was named the best of all of the 153 stations visited in Latin America. (The four Latin American countries visited were Brazil, Chile, Mexico, and Peru.) . Located in a populous area in the biggest city of Brazil, with close proximity to the main bus stop, major shopping malls, and a park, the 9th District station serves an estimated 500.000 persons in the area .

Although the station has been in operation for 65 years, during the 1990's, the station was beset with problems. The Carandiru prison, the largest in São Paulo, was located near the police station until it was closed in 2002. In 1992,



a prison riot resulted in the deaths of 111 prisoners by the military police. During the Carandiru prison riots, 9th District police station staff were directly or indirectly involved in the violence.

The 9th Police District Station was long noted for its overcrowded cellblocks, which housed an average of 200 prisoners in awful conditions. According to the Human Rights Watch report *Behind the Bars in Brazil*, after a 1997 escape attempt prompted the police special unit to take control of the station, the police were accused of many human rights violations, including the torturing and beating of detainees.⁵

Because of the overcrowded cellblocks, many of the station staff were mobilized to address custodial duties. As a result, investigation and dealing with the public became secondary staff priorities. Frequent escape attempts and riots were a source of fear for the public, which prevented them from going to the police station to report a crime or ask for information. Furthermore, the physical deterioration of the building and poor facilities were evident.

Starting in 2002, a local NGO was created by the community to oversee organizational and infrastructural reforms of the police station. More than 50 local businesses supported the reforms, which were completed in 2004. The head of the station, *delegado* Roberto Pacheco de Toledo, played a remarkable role in mobilizing the community and moving the reforms forward.

The reforms began with the physical renovation of all offices and installation of new furniture and computers. The reception area was restructured, and a waiting room was built to receive the public. Personnel were trained to provide information, direct citizens to services, and make referrals. A room for anonymously identifying suspects through a one-way mirror was created, and a side entrance was built to prevent contact between detainees and the public, making the movement of prisoners safer. Furthermore, there is a TDD phone for the deaf, which allows users to read what the speaker is saying. In the reception area, a statue of Don Quixote symbolizes the work of police in society.

The station takes part in the state civil police program *Delegacia Participativa* (Participative Station) and is linked to the *Sistema de Registro Digital de Ocorrências* (Digital Crime Reporting System). Through these programs, the station has created a *Centro de Cidadania* (Citizenship Center) built from the demolished cellblocks. The Citizenship Center houses a library of 3,000 titles and offers a small chapel for the community. In addition to the Citizenship Center, the station also provides a *Center for Legal and Social Assistance*, which was established to provide information to the public, offer conflict resolution services for minor crimes, and counsel victims of domestic violence and other

Reception of 9th Police District, Carandiru, São Paulo, Brazil



Library of 9th Police District, Carandiru, São Paulo, Brazil



⁵ Human Rights watch, 1998. 'Behind Bars in Brazil', New York : Human Rights watch, Chap. 8

crimes. All of these features help the station provide better service to the community and to give the police a better impression in the neighborhood.

The total transformation of the 9th District station can be attributed to several factors. First of all, *delegado* Pacheco provided leadership to generate the funds needed for the reforms to take place. Second, the local community was mobilized and involved in the reform process, not only in the provision of material support but also in working together with the police to make improvements to the services. Third, the state government and the civil police played an important role by providing a digital system for reporting crime, creating the *Delegacia Participativa* program, and shutting down the overcrowded detention centers. This success story illustrates that providing good services to the public requires support from several areas: the leadership and staff of the station, the involvement and input of the community, and the backing of the state government.

8.2. 6^a Comisaría San Vicente de Tagua, Tagua - Chile

The best police station visited in Chile was the Comisaría de San Vicente de Tagua-Tagua, located in the 20,000-person town of the same name. This station is a unit of the Comisaría de Carabineros de Chile, the uniformed police traditionally in charge of patrols, security and traffic. In recent years, however, they have progressively undertaken criminal investigation, which hitherto was the domain of the civil police, the Policía de Investigaciones de Chile.⁶

San Vicente de Tagua-Tagua is a rural town, about 100 miles south of Santiago, the capital. In addition to some small and middle-size farms, several food-connected industries are the main sources of full or part-time employment for the residents in this area.

The new Comisaria station recently replaced a decades-old building, the remnants of which were incorporated into the design. The building is functional to the needs of the officers as well as the community.

The first impression upon arriving at the police station is of a neat, tidy, and open setting. A covered corridor contains several posters and newsletters with information and statistics about police activities in the area, as well as the name, address, and phone numbers of the officers in charge and general procedures for dealing with police cases.

The reception hall is wide and well decorated, and the attention of the visitor is immediately drawn to a play corner for children, complete with a child-size table, toys, and magazines about parenting. (This play space is a vital service, because people from the rural areas must travel a distance to get to the police station and can not leave their children at home.)

The police station is run by 23 police officers and commanded by a “Mayor,” an officer with 15 to 20 years of service in the police force. The force, made up of patrol policemen, civilians in charge of administrative duties, a criminal investigation unit, and three female officers, seem capable of meeting the needs of the community. However, the officer in charge reports a heavy workload, since the police station serves not only the town but also the courts of several surrounding towns.

The police force’s domestic violence unit deserves special mention.. Run by a female police officer, this unit runs a call service to receive complaints and an intranet information service that is nationally connected to the related agencies. In addition to receiving (in private rooms) complainants (who are mainly but not exclusively women), the unit also delivers

⁶ As Chile is a centrally organized country, both of these organizations are national police forces, which have jurisdiction over the whole territory.. Together they comprise some 90,000 officers.

lectures to schools, neighborhood organizations, churches and other community groups, in a concerted effort to reduce the high prevalence of violence against women in this region.

Finally, the station has an auditorium that can be rented by organized community groups that otherwise would not have a place to meet. These two features—the provision of public space and domestic violence awareness lectures—contribute strongly to the police station’s close and trustful relation with the community.

8.3. Brigada de Investigación Criminal La Reina - Chile

The Criminal Investigation Brigade, known as BICRIM La Reina, is a unit of *Policía de Investigaciones de Chile* (Chile’s Investigative Police). The Investigative Police is a civil police force dedicated primarily to investigating crimes but which also takes crime reports and conducts patrols and other prevention activities.

This police unit is located in the municipality of La Reina, in the eastern part of Santiago, Chile’s capital city. La Reina covers an area of 23.4 square kilometers in the foothills of the Andes. It is mainly a residential area with a few commercial corridors. The total population of La Reina is 97,000 and consists mainly of middle- and upper-middle class residents. The most significant crime problems are home and car robberies, although there are also areas where minor drug dealing is common.

BICRIM La Reina is located near primary city services, such as a health center, educational institutions, and a fire station. The building that houses the Criminal Investigation Brigade belongs to the municipality and has been provided to the Investigative Police for its use. It is 20 years old, and because the building was not originally designed as a police station, it has had to be adapted to fit the requirements of the functions it fulfills.

The offices are suitable for attending to public visitors as well as to victims of crime. There is a private room where crime reports may be made; the building is accessible by wheelchair; there is a lounge for police officials; and a room has been designed for victims to identify suspects in a line-up.

The station has open, clean, and welcoming spaces, with general information clearly posted for the public, including information regarding the rights of crime victims and crime suspects. The station also has an information office, where one can find crime maps and statistics about crime in the community.

Although the station has a detention cell, the flow of arrestees is quite low, and in general those arrested here are not considered dangerous. Therefore, most suspects are placed in a detention room that is more comfortable and dignified than a cell yet still has adequate security, including a sturdy lock and a one-way mirror. The detention cell is used only when the suspect presents an

Reception Area, Bicrim La Reina, Chile



Access Area, Bicrim La Reina, Chile



immediate danger to police staff and the public. The detention cell at the station can be used to completely isolate the suspect, but it is a very small, dark space, with a hole that serves as a toilet. This is the least satisfactory aspect of this particular police station.

A total of 24 employees work at the station: 16 police officers, five police assistants, and three administrative assistants. Through a system of work rotations, the station is staffed 24 hours a day in order to serve the public, receive crime reports, and conduct investigations. Once a crime report has been made, a police vehicle with a driver and two police officers are made available 24 hours a day to investigate the reported crime. This enables the officials to make an immediate survey of the area, check for fingerprints, and take declarations from potential witnesses. These activities are then recorded in a technical report that is then sent to the district attorney on duty, who determines whether the case necessitates further investigation.

The staff also conduct regular crime prevention patrols in the area, particularly during high-risk parts of the day, or in neighborhoods where several bank branches are located, to help prevent robberies.

Because of the above-mentioned procedures and infrastructure, the BICRIM station was ranked the second-best of the participating police units in Chile, with a total of 85.3 points.

8.4. Special Award to the Estación de Policía Municipal de Santiago de Querétaro - Mexico

This police station does not serve the general public but exists only to receive suspects and their family members. Therefore, it was not possible to evaluate the station on how it serves the general public. However, the station deserves special mention due to the exceptional physical conditions of its detention area.

The holding areas are separated according to the seriousness of the crime and to the gender and age group of the arrestees. The detention area is equipped with well-maintained bathrooms and security cameras. The suspects are treated well, and as soon as they enter the facility, they are seen by a doctor who conducts an initial medical evaluation.

The Estación de Policía Municipal de Santiago de Querétaro is part of the city government and serves all the functions of the Municipal Preventive Police. It receives people who have been arrested for minor offences. A civil judge dictates the sentence, and in cases where the suspect is to be kept under arrest, he or she may not be detained for more than 36 hours.